



**ORGANIZATIONAL FACTORS AFFECTING JOB
PERFORMANCE: THE CASE OF ETHIO TELECOM, ADDIS
ABABA, ETHIOPIA**

BY: DAGEMAWIT TERECHA

ADVISOR: SOLOMON MARKOS (PHD)

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF
COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF MASTER OF ARTS DEGREE IN HUMAN
RESOURCE MANAGEMENT**

JUNE, 2021

ADDIS ABABA, ETHIOPIA

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STATEMENT OF DECLARATION

I, **Dagemawit Terecha**, declare that the thesis entitled “**Organizational Factors Affecting Job Performance: The Case of Ethio Telecom, Addis Ababa, Ethiopia**” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, **Solomon Markos (PhD)**. Any other contributors or sources used for the study have been appropriately acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other Institution.

Declared by:

Dagemawit Terecha:

Signature _____

Date: _____

STATEMENT OF CERTIFICATION

This is to certify that **Dagemawit Terecha** has carried out her research work entitled “**Organizational Factors Affecting Job Performance: The Case of Ethio Telecom, Addis Ababa, Ethiopia**” for the partial fulfillment of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Human Resources Management.

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Solomon Markos (PhD)

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Addis Ababa University

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**Organizational Factors Affecting Job Performance: The Case of Ethio
Telecom, Addis Ababa, Ethiopia**

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Acronym and Abbreviations

ANOVA: Analysis of Variance

CEO: Chief Executive Officer

CoCIS: Computing and Information Sciences

EFY: Ethiopian Fiscal Year

ET: Ethio Telecom

ETC: Ethiopian Telecommunication Corporation

ICT: Information and Communication Technology

GDP: Gross Domestic Product

HRM: Human resource management

KPIs: Key Performance Indicators

MBO: Management by Objectives

MCIT: Ministry of Communications & Information Technology

QoS: Quality of Service

SPSS: Statistical package for Social Sciences

Abstract

Background: In today's intense and highly competitive business environment, organizations rely on the expertise, knowledge, skills, and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the market. Therefore, effective and efficient use of employees is imperative for continuous development and growth of any organization. This research aimed to investigate organizational factors associated with employees' job performance at Ethio Telecom., Addis Ababa, Ethiopia.

Method: Organization based cross-sectional study was conducted among 325 randomly selected employees at Ethio Telecom head office situated in Addis Ababa. Data was collected through self-administered structured questionnaire which is mainly based on a 5-point Likert scale ranging from 1 to 5. SPSS Version 26. was used for data entry and analysis. The average/mean value was used as the cutoff point to determine overall job performance. Multivariable logistic regression was used to identify the relationship between selected organizational factors and employee performance.

Results: Findings from Multiple Linear Regression Model revealed that overall bundle of determinant factors being investigated in this study namely: Training, Motivation, Working Environment and Communication are able to explain 52.4 % ($R^2 = 0.524$) of the dependent variable. Training ($B=.668$) have a statistically significant contribution ($Sig<.05$) for the prediction of the dependent variable.

Conclusions: The level of their implementation of organizational factors investigated at Ethio Telecom was found to be moderate or satisfactory. However, only Training had a statistically significant relationship with Employee performance. Ethio Telecom management should do more to improve the implementation of motivational factors, working environment as well as communication, in order to improve job performance and product.

Keywords: Job performance, Motivation, Working environment, Training, Communication

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In today's intense and highly competitive business environment, organizations rely on the expertise, knowledge, skills, and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the market. Hence, the effectiveness and efficiency of any organization cannot be achieved without effective management of its human resource (Redman & Wilkinson, 2013) (Bratton & Gold, 2000).

The overall purpose of human resource management (HRM) is to ensure that the organization is able to achieve success through people. HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities (Armstrong, 2010). Human resource activities are designed to match individuals to organizational tasks, to motivate the workforce, and to deal with conflicts and tensions at work. HRM practices, therefore, aim to achieve two sets of objectives: improve employee performance and enhance organizational effectiveness (Bratton & Gold, 2000).

One of the indicators of the productivity of an organization and a means of enhancing the service industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations' goals and the purpose under control of individual employees. Employee performance depends on individual and group behavior. According to Oreg (2003), factors determining individual differences in job performance include cognitive ability, conscientiousness, goal orientation and motivation.

Employee performance is a function of both ability and motivation; it makes sense to have practices aimed at enhancing both issues. Thus, there are several ways in which employees can acquire needed skills (such as careful selection and training) and multiple incentives to enhance motivation. According to Armstrong (2010) Job performance is viewed as a function of three factors i.e. Motivation, ability, and environment which have influences over employee performance. Like all other systems, employees' job performance does not function when their

components do not work together smoothly and efficiently. Thus, understanding relationship between the organization and its employees is the key to improve the organization's performance in achieving its strategic objectives

There are different factors that determine the performance of employees at their job which extends from the performance appraisals system of the organization to working environment and motivational factors to be successful and beat their competitors in the market (Bratton & Gold, 2000). Carlson, (2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training, performance appraisal, recruitment package, and maintaining morale. Tessema and Soeters (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

Working environment is any surrounding on which plays a decisive role in bringing about ways to create favorable conditions to perform day to day activities of individuals in particular and the organization in general (Pal, 2011). Training is an approach to improve employees' skill, knowledge, skill and attitude (Aguinis, 2005). Performance appraisal is a way to measure employees' performance (Robins, 2007); and motivation a desire and initiation to perform an activity (Armstrong, 2010).

Whenever we are talking about performance, we need to talk the mechanism to measure it. Therefore, measurement and evaluation are used to strengthen and improve performance. According to Armstrong (2006), firstly, performance measures are benchmarks which are used to determine how well employees produced or provided products or services. It is important that the required outcome of an intervention to be measured and assessed is clearly defined and known; secondly the appropriate methods are used; and thirdly to determine whether the selected activities and interventions is narrow or close the performance gap. The importance of measurement in the performance improvement process cannot be overstated.

Ethio Telecom Customer Service As part of the dynamic and ever-growing global industry, has endeavored to bring its customers with more flexible and the least bureaucratic telecom services. In order, to make services of an organization better, affordable and faster it seeks to rectify any problems that exist and build upon those performance levels that are already good

According to Katz and Green (1997) performance improvement involves the resolution of performance problems and the exploitation of performance opportunities. Problems may be related to service, practice or governance. Performance opportunities consist of those occasions when, although the performance target is adequate, an opportunity exists to improve the outcome of the service or process by which the service is delivered.

The concern of this research is therefore addressing organizational factors which affect employees' job performance, Identify the level of job performance and to determine the mechanism the Ethio-Telecom uses to measure employees' job performance.

1.2. Background of the Organization

1.2.1. History

Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Then the interurban network continued to expand satisfactorily in all other directions from the capital. Many important centers in the empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties. Ethiopian Telecommunications Corporation is the oldest public telecommunications operator in Africa. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country (Worku, 2005).

After the end of the war against Italy, during which the telecommunication network was destroyed, Ethiopia re-organized the Telephone, Telegraph, and Postal services in 1941. In 1952 the Imperial Board of Telecommunications (IBTE) was established by proclamation No. 131/52

in 1952. The Board had full financial and administrative autonomy and was in charge of the provision and expansion of telecommunications services in Ethiopia.

The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of the market reforms (Worku, 2005).

In 1996, the Government established a separate regulatory body, the Ethiopian Telecommunication Agency (ETA) by Proclamation 49/1996, and during the same year, by regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC). Under the supervision of the ETA, the principal duty of ETC is maintaining and expanding telecommunication services in the country and providing domestic and international telephone, telex, and others communicate on services. In this respect, currently, ETC is the only operator of any telecommunication related service (Worku, 2005).

Ethio Telecom was restructured as a new company in 2010 G.C by the decision of Council of Ministers Regulation No. 197/2010. Now, Ethio Telecom is an autonomous, state-owned telecom operating entity with the exclusive right to engage in the construction, operation, and maintenance of telecom services. The former Ethiopian Telecommunication Corporation (ETC) had transferred to the newly established company Ethio Telecom (ET) on the 29th November 2010. The same year France Telecom took the management for two years and the contract was closed in 2012. Ethio Telecom was born from ambition of focusing on the improvement of telecommunication services considering them as a key lever in the development of Ethiopia, to develop reliable network infrastructures and provide the best quality of service to its customer. In line with these missions ET has ambition goals such as being customer centric company, offering the best quality of services, meeting world class standards and building a financially sound company.

1.2.2. Current Status

Ethio Telecom has a vision to become a world class provider of telecom and a mission to provide world class modern and high-quality telecom service for all citizens equitably so as to transform the multifaceted development of the concern to the highest level. To see the vision to become

real, to perform the mission and to meet the objective, a strong human resource capacity building program that incorporates a well-designed and functional reward system that enables to bring employee motivation should be designed and implemented.

The company currently provides telecom service in the entire country on voice, internet & data, channels, with comprehensive plans in place to meet the requirements set out by the Ministry of Communications & Information Technology (MCIT) and peoples of Ethiopia. Thus, the organization is borne from this ambition in order to bring about a paradigm shift in the development of telecom sector to support the steady growth of our country so, it has a vision to be a world class service provider of telecommunications with a mission of connecting every Ethiopian through information communication technology with recognize its employees as most valuable assets and create conducive working environment that allows them to develop and grow.

During 2019/2020 GC performance period, Ethio Telecom total subscribers reached 46.2 million which is an increase of 5.8% from previous budget year. Mobile voice subscribers reached 44.5 Million, Data and Internet users 23.8 Million, Fixed Services 980K and Fixed Broadband subscribers reached 212.2 thousand. As a result, telecom density has reached 46.1%.

Fast growing economy like Ethiopia, young employees want more career growth, yet employers don't always understand how to motivate younger people, the workforce is simply in great demand and the competition for talent is fierce.

Therefore, effective and efficient use of employees is imperative for continuous development and growth of Ethio telecom. So, the study assessed organizational factors associated with job performance at Ethio telecom.

1.2.3. Organization Structure

Ethio Telecom has more than 19.9K definite and 16.5K indefinite term employees distributed within 17 Regions, 6 Zones and a Headquarter;

Ethio Telecom is organized in six hierarchical levels. These are CEO, chief officers, officers, managers, supervisors, and staffs. The first two levels are classified as top management group and the next two as middle management group whereas the other two levels are categorized as non-management group.

The study is was conducted on Ethio telecom head office which is located in the Capital city of Ethiopia, Addis Ababa around Black Lion hospital.

1.3. Statement of the Problem

Economists classify factors of production into four categories namely: labor (employee), capital, entrepreneurship, land and other natural resources. Among these, employees are regarded as the most valuable assets of any organization without whom no production activity can take place. In the current competitive and globalized economy, the way organization's handle their human capital and make them perform at great distinction is a critical factor for their success since employees are treasure, power, and backbone of any business (Dessler, 1994).

Organizations can only gain a competitive advantage through forging and retaining modest human resources in their organization for a long time (Bratton &Gold, 2007). Most organizations are fully aware of the importance of the employee performance. In this regard, managers in every organization are trying to adopt different human resource practices intended to increase their employees' job performance by adopting different financial and non-financial reward systems (Mullins, 2010).

Although compensation package is one of the extrinsic motivation tools (Ryan and Deci, 2000) it has a limited short-term effect on employees' performance. Employees' performance can be increased by putting efforts to factors that enhance the employee's motivational level, creativity, and job satisfaction and comfortable work environment, etc. Every employee has a unique collection of values and beliefs usually based on national and cultural norms (Al-Malallah and Regondola, 2014). These unique values and beliefs play an important role in their performance.

Identifying factors that affect employees' performance can help improve recruitment, retention and ultimately success of an organization (Mohammed and Nimalathan, 2011). This is especially true in the service-oriented industry like telecommunication where improvements in service have to be continuously made to meet the rising expectations of the customers.

Ethio Telecom, a government owned sole provider of telecommunication services in Ethiopia, has a vision to be a world-class telecom service provider and strives to become center of quality and excellence. The company recognizes that the company employees are the most valuable

assets and want to create an efficient corporate management environment that allows them to develop and grow. By making the company human centric- employees were able to benefit from various interventions including capacity development, career progression, work environment enhancement and safe and healthy working conditions, employee engagement, working hour adjustment, benefit package revision, provision of working tools, enhancement of social relations and grievance handling (Ethio Telecom, 2012).

As demonstrated in Asian and European telecommunication systems characterized by adequate budgets and efficient administration, a state monopoly in the right circumstances can make rapid and major strides towards universal telecommunications access (Lishan, 2014). Ethiopia has been trying to emulate such a trend in its own economy. In doing so, Ethiopia is investing an unusually large amount, around 10% of its GDP, into information and communication technology (ICT). The government has invested around USD 15 billion over the past ten years.

Ethio Telecom earnings have been growing over the years at annual rate between 7% and 31%. During 2019/20 Ethiopian fiscal year, Ethio Telecom have harvested a total of 47.7 Billion ETB revenue, which is 105.1% of the target and 31.4% increment from the previous budget year. At 46.2 million subscribers, which is an increase of 5.8% from previous budget year, the company now covers nearly half of the country's population. During the performance period, Mobile voice subscribers reached 44.5 Million, Data and Internet users 23.8 Million, Fixed Services 980K and Fixed Broadband subscribers reached 212.2 thousand. As a result, telecom density has reached 46.1% (Ethio Telecom, 2012).

However, Ethiopia's insistence on a monopoly telecom regime not only have reduced the financial gain that it derives from the sector, but also is one of the main reasons for the country falling behind all other countries in terms of its ICT sector development. Ethiopia is lagging far behind China, the country it tries to emulate. It has also not been able to catch up with Africa's most populated nations such as Egypt and Nigeria. Its neighbors Kenya and Sudan also have the highest ICT penetration among countries in Africa. Furthermore, Ethiopia has been unable to meet the penetration of Mali and Rwanda, the two landlocked countries with comparable GDPs per capita. A comparison of international indices done to benchmark Ethiopia's ICT sector performance with selected African countries. Ranked Ethiopia 120 out of 139 in the network

readiness index (NRI) in 2016 (WEF, 2016). Ethiopia only performs better than some of the smallest and least-developed economies in Africa, In the ITU ICT Development Index (IDI), Ethiopia performs even more poorly, with a ranking of 170 out of 176 countries, far below Mali and Rwanda, which are two countries with comparative GDPs to Ethiopia. Nigeria and Sudan's IDI is 1.5 times that of Ethiopia's, while Kenya's IDI is almost double. This implies that the ICT development efforts in Kenya are twice that of Ethiopia. China's development is close to four times that of Ethiopia (ITU, 2017). On the GSMA Mobile Connectivity Index, the country scores 37.7 – only 17.7 points above the lowest MCI (0–20) (Lishan et al., 2019).

Ethio Telecom's revenue has seen significant improvements between 2015 and 2020, but remains very low compared to the speed of network expansion and subscriber base of other competitive markets in other countries. A comparative benchmark shows that operators in Kenya had a total of 45.6 million subscribers during the 2017/2018 fiscal year with a cumulative operators' revenue of US\$2.48 billion (Communication Authority of Kenya, 2018). The largest market in Africa, Nigeria, had 169 million mobile subscribers in 2018 (National Communication Commission, 2018), with an estimated cumulative operators' revenue of US\$7.3 billion. These two markets compare well in terms of revenue generation. Ethio Telecom's revenue of US\$1.38 billion with 40 million subscribers is two and half times lower than the productivity of the Kenyan and Nigerian markets (Lishan et al., 2019).

With regard to employee performance and productivity as measured by revenue per employee Ethio Telecom's efficiency is lower than comparable companies in the region. In 2017 Safaricom sales was US\$2 billion and it had 5434 employees. Ethio Telecom had 1.38 billion in sales and had 12,228 employees. The revenue per employee of Kenya's Safaricom is more than three times that of Ethio Telecom's (Lishan et al., 2019). The same finding can be demonstrated by comparing Ethio Telecom with MTN of South Africa; both company with the largest subscriber base in Africa; but such a publicity comparison can be misleading (Brand, 2017). MTN is a multinational, competitive private operator, while Ethio Telecom remains a national monopoly. MTN operates across three continents covering 217.2 million subscribers in a very competitive environment with a revenue of US\$10.8 billion, while Ethio Telecom's revenue in birr remains at Br 38.1 billion (US\$1.4 billion). MTN had a total of 18,931 employees in 24 countries, where

Ethio Telecom had 12,228 employees in 2017. When compared by revenue per employee, MTN is five times more efficient than Ethio Telecom (Lishan et al., 2019).

Direct observation by the investigator and preliminary interview with Ethio-telecom HR office managers indicated that absenteeism and late coming is very common in the organization which could affect the service quality and performance. Furthermore, employee performance measurement system is more of subjective in nature and performance evaluation is undertaken less frequently (Biannually) only for the purpose of promotion, location transfer, annual salary increment, annual bonus, career progression, and recognition.

A few studies done by different scholars have identified managers' attitude, organizational culture, organizational commitment, personal problems, motivation, communication, working environment and standards some other factors affecting job performance (Feyori., 2016; Bekan., 2019). However, no study has been conducted, particularly in Ethio-Telecom, head office context on the combined effect of Working environment, Training, Communication and Motivational factors towards employee job performance and the attainment of the organization's goals and objectives. This is regardless of the fact that three the aforementioned factors being recognized as central drivers of employee performance (Mohammed and Abukar, 2013; Femi, 2014; and Ahmad et al, 2014)

Having mentioned the above researcher gaps, it is necessary to generate relevant evidence through a detailed study to highlight gaps for improving the performance of employees at Ethio-Telecom. Hence this study aims to identify organizational factors affecting employees' performance in Ethio-Telecom. Specifically, it inquires to about the relationship between Motivation, Training, Communication and Working Environment factors with that of Job performance.

1.4. Research Hypothesis

Based on the research problem and organizational facts of Ethio telecom the researcher assessed organizational factors associated with employees' job performance. The researcher tries to address the following research hypothesis:

Hypothesis 1:

- H1: Training has a significant and positive effect on employees' job performance.
- H0: Training has no significant and positive effect on employees' job performance.

Hypothesis 2:

- H1: Motivation has a significant and positive effect on job performance.
- H0: Motivation has no significant and positive effect on employees' performance.

Hypothesis 3:

- H1: Communication has a significant and positive effect on job performance.
- H0: Communication has no significant and positive effect on employees' job performance.

Hypothesis 4:

- H1: Work environment has a significant and positive effect on job performance.
- H0: Work environment has no significant and positive effect on employees' performance.

1.5. Objectives of the Study

With respect to the above research hypothesis the general and specific objectives of the study are:

1.5.1 General Objective

The general objective of the study is to investigate organizational factors associated with employees' job performance at Ethio Telecom.

1.5.2 Specific Objectives

The specific objectives of the study are to:

- To describe the overall level of employees' job performance at Ethio Telecom head office
- To identify the effect of working environment on employee job performance of at Ethio Telecom head office.

- To examine the effect of organizational communication on employees' job performance at Ethio Telecom head office.
- To identify the influence of motivational factors on employees' job performance at Ethio Telecom head office.
- To assess how training affects employees' job performance at Ethio Telecom head office

1.6. Significance of the Study

The study aims to identify organizational factors that affect employees' performance of in Ethio Telecom head office which is located in Addis Ababa. The outcomes of this study will help the human resource management of Ethio-Telecom and others organization, with an insight the existing state of factors associated with employees' performance and helps to put forward a renewed emphasis on how to implement an effective human capital management strategy to better exploit their human resource and improve their growth and sustainability.

For workers it helps to improve their awareness on what organizational factors affecting their job performance. The study also would also provide input for planners and policy makers on organizational factors that should be taken into account while setting plans and targets for the telecommunication industry or similar business sectors. In addition, the study serves as a reference material for both academic and students in broadening their prospective with respect to this study, hence providing a deeper understanding of the organizational factors that affect employees' performance.

1.7. Scope of the Study

Employee performance is considered as the product of many factors that could normally be affected by organizational factors like motivation, leadership, employee–employer relations, training, conflict, work condition, compensation, employee participation and so on, as well as individual factors such as family, behavior, ability or illness.

However, this study specifically focuses only on the examination of four organizational factors that affect Employee Performance. Namely: Training, Motivation, Communication, and Working Environment. Three of the four factors mentioned above have been repeatedly recognized as

central drivers of employee performance by various scholars (Mohammed and Abukar, 2013; Femi, 2014; and Ahmad et al, 2014).

The study was conducted in the service industry sector limiting its scope. The future researches may examine the determinant factors on employees' job performance on other sectors and may compare different sectors as well. Ethio-Telecom operates throughout Ethiopia across 17 Regional branches, 6 Zones and a Headquarter; Due to geographical, financial and time constraints, the study will concentrate on Addis Ababa specifically head office level. However, studying different regions and zones would not bring significant difference since the company follows centralized management system and most of the work activities and facilities are similar.

Furthermore, the study was limited due to its cross-sectional study design which could only capture instances of a certain set of variables at one point in time. However, these types of relationships may require a longitudinal analysis and or comparative type of study in order to completely acknowledge complex relationships as those investigated in this research.

1.8. Definition of Terms

Job Performance: is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed in line with organizational goal (Ann & Jerry, 2009).

Motivation: is the willingness, initiation or desire to do something that conditioned by the activity or the ability to satisfy some needs in return (Armstrong, 2010).

Training: is an approach on which helps to nurture individual" knowledge, skills and attitudes in order to improve individual, team and organizational effectiveness (Aguinis, 2005)

Performance appraisal: is a method by which the job performance of an employee is measured which may be in terms of quality, quantity, cost, behavior and time (Robbins, 2007).

Working environment: is all about the employees work area surroundings which involves the physical, behavioral and managerial aspects intended to affect the employees" job performance and their reason of staying with the organization (Pal, 2011).

1.9. Limitation of the study

It is very difficult and beyond the scope of this paper to identify and discuss numerous factors that affect employees' performance. The researcher did not consider all organizational factors associated with job performance in this research. Moreover, due to lack adequate time, budget and other resources the research only focuses on Ehio Telecom head office located in Addis Ababa city by excluding all others branches and offices. There was also lack of awareness and willingness of the employees regarding, filling out the questionnaires or providing the required data with care. In addition, some of the respondents were unable or not willing to return the questionnaire on time basis.

1.10. Organizations of the Study

The research proposal is organized into Five chapters. The first chapter is Introductory which deals with background ground of the study and the organization, statement of the problem, definition of key terms, basic research questions, objective and significance of the study, scope of the study, limitation and organization of the study accordingly. Related theoretical and empirical literatures are discussed in chapter two and chapter three Research methods, concentrate on model specification and methodological aspects. Whereas, chapter four deals with the study findings and interpretation, and chapter five which is the final chapter conveys conclusion and recommendation.

CHAPTER TWO

2. LITRATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Concept of Employee Performance

Successful organizations always experience transformations for coping against the changing needs of the environment and build up their adaptive capabilities for managing changes proactively. Sustainability of any business organization depends on skill, knowledge, talent, and experience of employees and their performance (Armstrong, 2009).

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Employee's performance is the contribution of employees for the achievement of organization objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

2.1.2. Concepts of Performance management

Armstrong (2009) discussed one of the most important concepts of performance management is that it is a continuous process that reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly. Performance management should not be imposed on managers as something 'special' they have to do. It should instead be treated as a natural function that all good managers carry out.

Performance management is all about getting results (Pam, 2000). It have to do with getting the best out of people and helping them achieve their full potential. It is an approach to achieving a shared vision of the purpose and aims of the organization. It is concerned with helping individuals and teams achieve their potential and recognize their role in contributing to the goals of the organization. Armstrong (2009) has defined performance management as a systematic process for improving organizational performance by developing the performance of the individuals and teams.

Ndung'u (2009) has pointed out that performance management aligns individual and organizational objectives. Wright (2003) has pointed out that individuals are more committed to their performance objectives when they believe those objectives are achievable and will result in important outcomes for themselves or, the organization in which they work.

According to Gary (2004) Performance management (PM) is the process of managing the execution of an organization's strategy. It is how plans are translated into results. Performance management fosters a work environment in which managers and employees are genuinely engaged and behave as if they were the business owners.

Overall, all organizations have people who are not performing as desired, but try not to label them as 'poor' performers. Throughout their careers, employees may have times when they are performing well and other times when they are not bringing in their A game. The challenge is to sustain and develop the performance of all people. One of the main issues is when to act. Mitigating or managing poor performance is a bit like catching sand falling through an hourglass. You need to tackle the grains rather than wait for a heap of sand to build up (Pam, 2000).

Performance management is a critical HRM process that offers the basis for improving and developing performance and is part of the reward system in its most general sense. Performance management is a means of increasing the engagement and motivation of people by providing positive feedback and recognition (Armstrong, 2009).

2.1.3. Objectives of performance management

Armstrong, (2009) claimed that the overall purpose behind performance management is to improve or develop the capacity of people to meet and exceed what is expected of them and to achieve their full potential for their own benefit as well as the organization. Performance management provides the basis for self-development but importantly, it is also about ensuring that the support and guidance people need to develop and improve are readily available.

2.1.4. Reasons for the Performance Gap

As Armstrong (2009), stated in his book there may be a number of reasons for the poor performance.

The first one is **Personal ability**: (Raises the questions like, Does the individual the capability? Is there a skills gap, is there a need for training)? The second one is **Manager ability**: (Scrutinizes whether or not the manager have given enough direction to employees, and if there are sufficient resources available? Whereas, **Process gap** inquiries about the performance appraisal, the goalposts moved or external forces that might make the task unattainable, or if there have been regular enough review sessions and reward system pointing in the right direction. The fourth one **Environmental forces**: asks whether the organization have created departmental barriers, red-tape overkill, cultural restrictions or hidden agendas which make the task impossible. The fifth one deals with employee's **Personal circumstances** and looks into the employee's individual factors at home or elsewhere affecting performance at work. Finally, Armstrong mentions **Motivation** and raises the question, Is the person demotivated or suffering from stress or lack of challenge?

Poor performance can often be a symptom of other problems. Obviously, you need to work with the individual concerned to recognize where the problem is and how it should be resolved.

There is a whole range of motivational theories but the secret to motivation is to understand your people. People are motivated by different things at different stages of their lives and you have a greater influence than you may realize in motivating your people.

2.1.5. Measures of performance

Individual performance can be assessed by referring to key performance indicators (KPIs) and metrics. KPIs define the results or outcomes that are identified as being crucial to the achievement of high performance. Strictly speaking, metrics are measurements using a metric system, but the term is used generally for any form of measure. It can be argued that what gets measured is often what is easy to measure. And in some jobs what is meaningful is not measurable and what is measurable is not meaningful (Armstrong, 2005).

It is relatively easy to measuring performance for those who are responsible for achieving quantified targets, for example sales. However, it is more difficult in the case of knowledge workers, such as scientists. But this difficulty is moderated if a distinction is made between the two forms of results – outputs and outcomes (Armstrong, 2005).

Performance refers to both behavior and result. Behavior emanates from the performer and transforms performance from abstraction into action. Not just a means to an end, the behavior is also an outcome in itself, the product of mental and physical effort applied to the task, which can be judged apart from the result (Armstrong, 2005).

It has been pointed out by Armstrong (2005) that performance is a multidimensional construct, the measurement of which varies depending on a variety of factors. A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes. Employees' performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization.

Where 'hard' quantitative data are not available, we may wish to resort to measures of behavior. Ideally, we observe people at work, noting whether they approach customers and offer help, or noting whether they observe safety procedures. Failing that, we can obtain reports either from an 'observer', such as the superior or a peer or subordinate, or from the person under study (John, 2002).

The same perspective can be adopted for performance data of interest to other stakeholders, for example those concerned with the environment. The measurement becomes more complex when applied to employees, since we will need to add subjective evaluations. The important point is that they should be collected systematically, perhaps through mechanisms such as attitude surveys (John .2002).

Behavior and output controls are not interchangeable. Behavior controls (such as following company procedures and getting to work on time) are most appropriate when performance results are hard to measure but the cause – effect connection between activities and results is clear. Moreover, output controls (such as surveys of customer satisfaction) are most appropriate

when specific output measures have been agreed on but the cause – effect connection between activities and results is not clear.

2.1.6. Factors Affecting Employees Performance

Job performance refers to the behaviors that are expected in the line of the organization's goals and the purpose under control of individual employees Campbell et al., (1993). Hunter (1984) pointed out that job performance is of interest to the organizations because of the importance of high productivity in the workplace. Rudman (1998) on the other hand, stated that performance is focused behavior or purposeful work. The determinant factors that affect employee's job performance are documented in the literature. The most widely described contributing factors of employee's performance are the following.

2.1.6.1. Work Environment

Workplace environment is a concept which has been operated by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Bateman & Snell, 2011). The benefits of creating and maintaining a positive working environment are huge that enables greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Robbins, 1997).

The working environment includes the physical, psychological and behavioral aspects .The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings .On the other hand, the psychosocial factor of working environment refers to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, workers individual characteristics and to those of members of their families. On the other hand, the behavioral factors that may affect the performance of bank employees at work place are the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over spell (Gilley et al., 2009). There are lots of other aspects that may enhance or lower the employees' performance which include role congruity, supervisor support, leadership styles and other factors

that may individually and collectively affect the employees' job performance (Njenga, et al., 2015).

The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. The quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. The workplace's environment affects employee confidence, output and commitment both positively and negatively. Therefore, it is not just a coincidence that new incentive programs which focus on lifestyle changes, work/life balance, health and fitness issues were previously not considered as significant payback tactics, but are now common practices amongst well-reputed corporations (Khan & Jabbar, 2013).

According to Leblebici (2012), nowadays the relationship between employees and employers may be seen upside down. Since there the number of job opportunities available for employees has been increasing in a growing worldwide economy, not just employees but also employers need to readjust themselves in order to cope up with the dynamics of business life. Therefore, HR executives need to consider new strategies for recruiting and retaining best fit talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively.

Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. There

are many organizations in which employees encounter with working conditions problems related to environmental and physical factors.

A widely accepted assumption is that better workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and networking regardless to job boundaries by allowing communication freely across departmental groups. Statt (1994) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross- disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results and employee well-being (Huang, 2004).

The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. Sekar argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment (Sekar,2011).

2.1.6.2. Motivation

Motivation is the inclination or desire to do something that conditioned by the activity or the ability to satisfy some needs (Bateman & Snell, 2011). The studies on employees' motivation have been widely practiced in today's enterprises across all sectors, regardless of their size.

Those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage (Rue & Byars, 1992).

Motivation enhances the job involvement and allows employees to be more creative and accomplish a more meaningful work and attain successive job performance (Rowley & Jackson, 2011). Hence, the employee motivation is clearly essential for the success of employees, and achieving the organizational targets and objectives. Furthermore, employee motivation provides as an important factor of business activities whereby high motivation matches with job satisfaction, an intelligence of pride in someone's effort and a lifelong organizational commitment (Rafique, Ali & Ahmed, 2017).

When we arise a key question at this stage is what the relationship is between motivation and job performance? Soo and Lewis, (2009) defines job performance as the result of motivation and ability.

Employee performance has a positive relationship between ability and motivation. This means that if either is inadequate then performance will be negatively affected (Kitong, Kingi & Uzel, 2016) Abonam (2001) supports this in stating that employees need both motivation and ability. Ability includes training, education, equipment and simplicity of task, experience and both inborn mental and physical capacity. Given all of these factors at their peak, an employee may still not perform well on the job if the motivation is not directed at that particular task. Highly motivated workers will not achieve results if they do not have the necessary skills, expertise and attitude that the organization requires of them. Similarly, employees with expertise, knowledge and skill will not do well if they are unmotivated. The most widely recognized reason why people are motivated to work and perform is rooted in expectancy theory (Getamesay, 2016).

The components of ability which are an individual's intelligence and skills are viewed as accurate predictors of employee performance. Employees who are highly motivated are much likely to be high performers. This is due the fact that motivation is a satisfying factor whose

presence strongly and positively affects individual performance and its absence overtime negatively affects individual performance (Kitong, Kingi & Uzel, 2016).

Sajuyigbe (2013) forwards the view that if successful performance does in fact lead to organizational rewards, such performance could be a motivational factor for employees. Under such conditions, they can see that their efforts result in rewards. Consequently, they may be motivated to exert high level of effort on the job. In summary, not only can motivation influence performance, but also that performance – if followed by rewards can influence motivation.

Verhellen (1994) argues that motivation strategies aim to create a working environment and to develop policies and practices, which will provide for higher levels of performance from employees. They will be concerned with measuring motivation to provide an indication of areas where motivational practices need to be improved; ensuring, so far as possible, that employees feel they are valued; developing behavioral commitment; developing an organization climate which will foster motivation; improving leadership skills; job design; PM; compensation and reward management; and the use of behavioral modification approaches.

Le Tran, (2002) cited on his journal that motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time. Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees (Jobber, 1994). As Green (2000) has described motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job. While dealing with low performers, motivation is a prerequisite; otherwise these employees will drag results down, lower productivity and certainly would not leave the organization, as they will have nowhere else to go.

A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003), believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles. According to Denton, a motivated workforce will lead to greater understanding, acceptance, commitment to

implementation, understanding of objectives and decision making between management and employees.

2.1.6.3. Training

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings (Jones & George, 2006). Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior. In this context, training involves designing and supporting learning activities that result in a desired level of performance. On the other hand, development refers to long-term growth and learning, directing attention more on what an individual may need to know or do at some future time. While training focuses more on current job duties or responsibilities, development points to future job responsibilities (Wilson, 2001).

Effective trainings convey relevant and useful information that inform employees and develop skills and behaviors that can be transferred back to the workplace. The goal of training is to create an impact that lasts beyond the end time of the training itself (Bateman & Snell, 2011). In general, trainings involve presentation and learning of content as a means for enhancing skill development and improving workplace behaviors. These two processes, training and development are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can be an effective tool in addressing any skills or performance gaps among staff. Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem (Aboazoum, Nimran & Musadieq, 2015).

Training and development describe the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs (Dias, 2012). In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function as an integral element of strategy and a recognized profession with distinct theories and methodologies (Jones & George, 2006)

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Rue & Byars, 1992).

According to Wright & Geroy (2001) noted that employee competencies change through effective training programs. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2011; Harrison 2000).

Most of managers give training to their employees for three main purposes (Belcourt, Wright and Saks, 2000), which are: To increase productivity or the performance of employees; To achieve organizational goals; and To invest in employees to succeed in the unpredictable and turbulent business environment.

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on coaching and mentoring, peers' cooperation and participation by the subordinates. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005).

2.1.6.4. Organizational Communication

Communication is considered an important ingredient in the work setting of the organization. Organizational communication is a way to develop a strong culture within the organization to achieve the set goals and objectives. In this regard, Scholfelder (1998), cited in Roos (2008), defines organizational communication as an approach in which everyone should participate to create an effective culture within the organization. This leads to sharing of knowledge, opinions

and ideas which results into innovation, effective decision-making and also increase in the productivity of an organization. He also found in his study that managers spend 70-80 per cent of their daily time in communicating with others and if both the employees and managers' communication skills increase by 10 per cent, this would lead to 7 per cent increase in productivity.

According to Hellweg and Phillips (1982), cited in Mahdieh (2015), employee performance increases when there is communication within the organization and, besides other things, communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization leads to effective decision-making.

In their study, Smidts, et al. (2001) define communication as a transaction. They argue that employees who are well informed about organizational activities as goals and objectives, new developments and achievements can enable the organization's members to develop such characteristics which differentiates it from other organizations hence improving on the performance of employees. They also found that communication climate is an important variable in the relationship between organizational communication and employee performance; and where there is lack of communication, decision-making becomes difficult. According to them (Smidts, et al., 2001), it is the foremost duty of the manager to pay serious attention towards the internal communication climate, by giving each employee opportunities to speak, get involved and listen and guide them to fulfil goals.

A study by Harshman and Harshman (1999) concludes that the structure of the organization is changing day by day as the environment is changing. The changing social and economic atmosphere in any country brings change in the work settings of any organization. Organizational communication is the critical function, and it affects the content and structure of any organization when these changes lead to change in formal and informal patterns of communication in the organization.

Previous researches show that there is a strong bond between communication and other organizational functions. More specifically, a study by Monge, et al. (1992) shows that

communication variables like information sharing and communication between group members lead to innovation in the organization. They found that communication variables have a strong effect on the organizational outcome which strengthens their arguments that the participative environment within the organization increases its productivity and also improves its performance and outcomes. Effective communication in the work setting of any organization promotes trust in the employees especially if they are getting involved in decision-making; or when they are empowered, this automatically increases their confidence level and definitely has a positive effect on the performance of the employees.

Another study at BigCo Company of USA (Kleinbaum, 2008) found that those leaders who follow the bureaucratic model in the company, results in restricted interaction patterns where the social interaction between employees is very low which indeed leads to low sharing (Kleinbaum, Stuart & Tushman, 2008). They go ahead and argue that social interaction is the core of any business and there should be a good interaction between the leaders and the employees. They found in their research that women working at BigCo were more likely to bridge the communication in the company which illustrates that women are more efficient and active at communication.

In the previous studies conducted on organizational communication, some scholars suggest a visible relation between trust and communication. In relation to this, Yamaguchi (2009) proposes that there exists a strong relation between organizational communication and trust. He predicts that bad news, such as failure of proposals or low performance, may result in developing a bad perception of employees about their bosses, whereas good communication between superiors and employees leads to good results in the organization. Furthermore, he explains that good communication can change the attitude of employees for the desired results. Therefore, communication decreases the uncertainty while effective communication enhances the trust and increases job satisfaction, employees' commitment and their loyalty towards work. He also found that effective communication breaks the wall of misunderstanding and conflicts in an organization.

Gray and Larry (2005) suggest that a CEO (Chief Executive Officer) is the supreme head in the organization and he/she leads the employees and workers to achieve the goals. CEOs give

directions and their behavior sets the culture in the work setting on how to fulfil the objectives and achieve the vision and mission of an organization. They found that employees were most satisfied with those executives, most especially those who were good communicators. The way these executives communicate influences the employees' perceptions; therefore, they explain that communication is not only information sharing but also creates a sense of understanding. All organizations are nothing without their people and success of these organizations is not possible until there is a balance between employees and the tasks they are assigned to do. Employees therefore can only be able to get full results when they are clear about their assigned tasks and duties, and when there is a relation of trust and appreciation. The strong relation between management and employees results in many positive aspects in the organization.

According to Goris, Vaught and Pettit (2000), job performance and job satisfaction can be achieved only when there is a balanced relationship between employees' needs for growth and job characteristics. They found that high level of downward communication in organizations make employees feel dependent on their bosses, unlike when there is too much upward communication that employees sometimes assume that their superiors do not know how to perform their tasks and duties. They further argue that having excess of everything is dangerous in the same way as having excess of any communication direction in the organization because it creates trouble for workers. They further observe that if there is too much communication, employees start to compare themselves with their co-workers and this negatively affects their satisfaction and performance.

Dinsbach, et al. (2007) found that there is a positive and strong relation between communication, job satisfaction and organizational identification. They talk about the discrimination between employees where they found that those employees who were treated unequally led to negative outcomes; whereas those employees who were treated equally were more satisfied and committed to their organization. They examined a positive relation between communication and job attitudes and outcomes and their study demonstrated that communication is the best way to know about the attitudes of employees. They explain that communication among people is essential to all organizations because when there are good public relations, there is increase in productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification.

2.2. Empirical Review

Various scholars and researchers conducted study to identify factors affecting employees' job performance while carrying out their responsibilities in different nations and sectors of industries. Mostly, they focused on factors such as training, motivation, reward in specific manner, age, experience, marital status etc that has effect on job performance. We can summarize this all individual factors in to three categories like individual related factors, work related factors and organization related factors. Thus, in this section the researcher tries to discuss some specific factors that have a numerical result of relationship and effects on employees' job performance.

The result of Farooq and Aslam (2011) study depicts the positive correlation between training and employee performance as $r=.233$ $sig=.000$. Thus, we can predict from this finding that it is not

possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employee's job-related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals.

Moreover, the result of the study of Sultana (2012) conducted in service sector of telecom Pakistan, states the R^2 as 0.501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explain training is good predictor of employee performance. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart, 2005). Results obtained from a related study conducted in Uganda also supported the same findings mentioned above, stating that training have a clear effect on the performance of employees (Aidah, 2013).

Another study from Kenya investigating the effect of workplace environment on the performance showed that the physical aspects were did not have a significant effect on employee performance while the psychosocial and work life balance factors were significant (Gitahi. et al., 2015). The findings from a similar study investigating the impact of working environment on employee's performance at Ethio Telecom at ambo branch concluded that work environmental factors that influenced employee performance were organizational work environment factors, workplace relationship and organization cultural factors The study found out that employees' performance was positively influenced by several work environment factors (Bekan, 2019).

The correlation analysis from a recently study conducted by Wolde et al., 2020 on the effects of employee motivation on organizational performance at Ethiopian telecom south west region Jimma indicates that there was a positive relationship between the independent variables and dependent variables. The result of the regression implies that the independent variables have accounted for 78.1% of variance in the dependent variable (employee benefit, promotion, teamwork, training and working environment). Based on the outcome of the study, the researcher recommended that, it is better if the company focuses on employee motivation factors, mostly Promotion, employee benefit, teamwork and training so as to improve its performance. A similar study from Dubai also found that employee motivation and employee performance is positively correlated. Henceforth, concluded that the bank can design a model whereby salary, promotion and performance appraisal can be the main indicators for employee motivation and employee performance (Lathika, 2018).

A study conducted by Fitsum, (2018) on factors influencing employee performance in Eritrean hotels have shown that there is a positive and significant relationship between motivation, training, working conditions and employee performance. However, in this study leadership and employee-employer relationship emerged to have no significant relationship. Another study investigating factors affecting to employee's performance at Islamic Banks disclose that the value of the determination coefficient test is 60.1 percent, showing that the employees' performance is clarified by motivation; communication and job stress factors, furthermore, the same study conveyed that the T test indicates that both job stress (X1) and communication (X2) variables have no incomplete result on the employees' performance, while the motivation variable (X2) has a partial effect on employee performance (Muhammad R, 2017). A related

study conducted on Ethiopian Airlines revealed that financial reward and training and development have a weaker but still significant direct impact on job performance (Saron, 2019). Whereas, a study conducted on factors affecting employees' performance at Ethio Telecom zonal offices revealed that Motivation, Training, Organizational Culture, Working Environment, Supervision, and Individual Characteristics factors of the employee explained 82.5 percent of employee performance in the organization (Feyori, 2016). A similar study at Wegagen Bank showed that there is a positive relationship between all of independent variables and the dependent variable, and found that the independent variables has a 30.1% influence on the dependent variable (Getamesay, 2016). Contrary to these findings, another study in Ethiopia on the performance of nurses at Jimma socialized hospital couldn't establish a statistically significant association between working environment and motivational factors like numeration & benefits with that of job performance (Temamen et al., 2015).

2.3. Conceptual Framework

The research is mainly based on the conceptual framework which adopted from the journal (Le Tran, 2002) and some modification have been made as depicted in figure below. Based on the conceptual framework, the earlier hypothesis was developed. This research study has mainly five independent variables namely Training, Motivation and Communication and Working environment and one dependent variable i.e. Employee performance. The purpose of the study as mentioned above was to find out the relationship between independent variables and dependent variable. Moreover, to see the extent to which, the aforementioned factors affect employees' performance at Ethio-telecom.

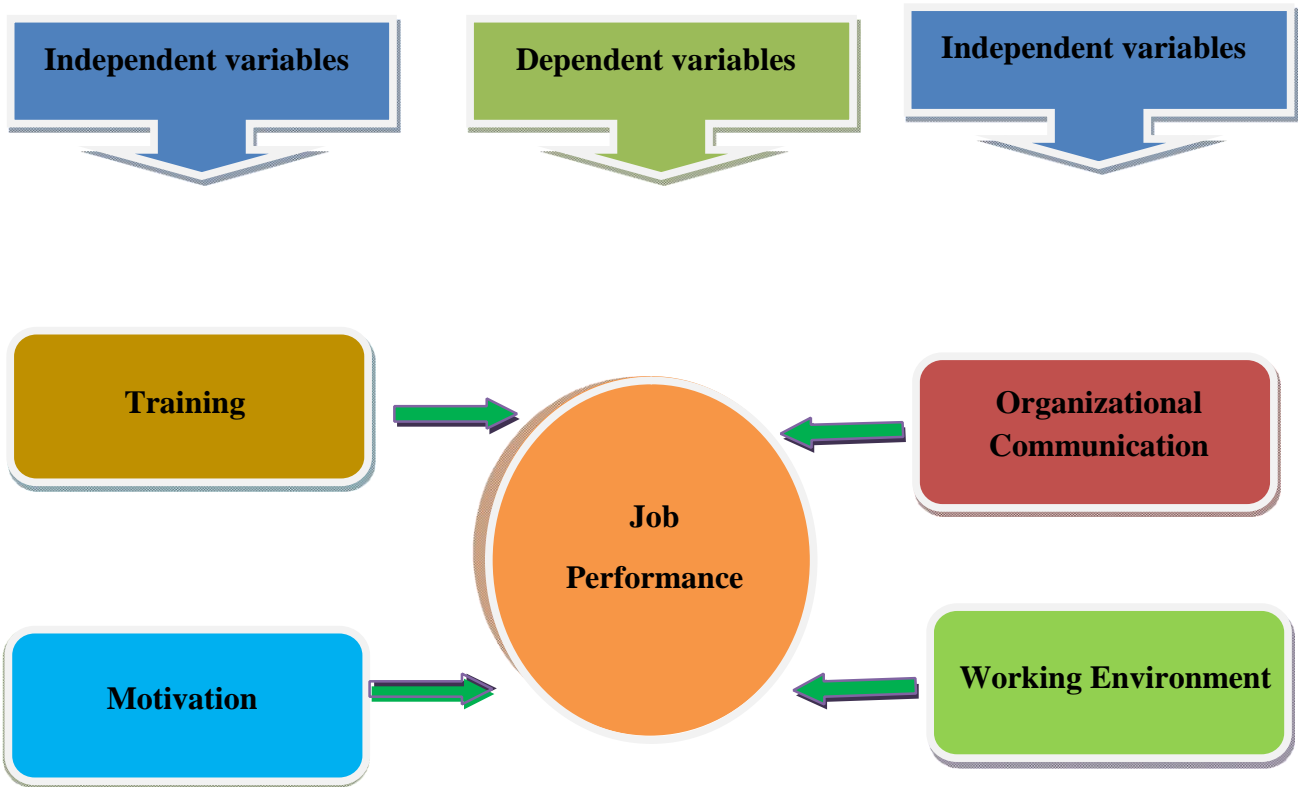


Figure 1.1: Conceptual Framework: organizational factors affecting job performance, adopted and modified from Le Tran (2002, P-5)

CHAPTER THREE

3. RESEARCH METHODS

3.1. Research Approach

Both quantitative and qualitative data was collected for the study. Using a combination of qualitative and quantitative data allows triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another. The quantitative data was collected from non-managerial staff through questionnaire, from official documents of the Ministry of Communications & Information Technology (MCIT), Ethio Telecom and other relevant reports. Quantitative data helps in generating numerical data, which is statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which is used to test hypotheses using correlations and coefficients of determination (Amin, 2005).

The qualitative data, on the other hand, was collected through interview with managers, supervisors, team leaders and other key informants with relevant information regarding employee performance within the organization and associated factors. Qualitative approach is mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews and focus group discussions (Mugenda and Mugenda, 1999).

3.2. Research Design

A research design is a detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and intended means for analyzing data collected (Syrett M. 1994).

The study employed organization based cross-sectional study design. To meet the general objectives of this study, which is to establish the overall state of employees' performance and associated factors at Ethio Telecom, this study uses explanatory research design to establish the relationship between the dependent variable and independent variables.

3.3. Source Population

Population refers to an entire group of individuals, objectives or items from which the researcher wants information (Kothari 2004).

Ethio Telecom has more than 17,053 permanent employees and 19,300 contract workers distributed within 17 Regions, 6 Zones and a Headquarter.

The target population for the study includes all management and non-management employees in Ethio Telecom Head Office with information relevant to the study. Which according to November, 2020 human resource data was 2067 (465 in management and 1602 staff) placed among 21 divisions.

3.4. Study population

The study subjects are randomly selected employees working at Ethio Telecom Head office.

3.5. Sample size determination and sampling technique

3.5.1 Sample Size

To find an appropriate sample size the investigator considered using Cochran (1963:75) formula for calculating a sample for proportions and implemented population correction formula for proportions since total population is finite and small (2,067 management and non-management employees):

$$n_0 = \frac{z^2 pq}{e^2} \qquad n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where: n = Number of participants, N = Total population p= population proportion and e = Margin of Error tolerance.

The total population of the study (N) is 2,067, by considering confidence level of 95% (Z= 1.96) 50% population proportion (p=0.5, q=0.5) and 5% margin of error (e= 0.05), sample size was determined using formula given above.

$$n = 384 / 1 + (383 / 2,067)$$

$$n = 384 / 1.18$$

$$n = 325$$

3.5.2. Sampling Technique

A sample is a small group of subjects drawn from the population in which researcher is interested

in gaining information and drawing conclusions about the universe (Kothari 2004).

So as to make the study manageable stratified simple random sampling technique was employed in order to select a sample of 325 employees from a total of 2,067 target population within the branch.

1. First the study stratified the employees among their respective divisions. Afterwards a number of samples was proportionally allocated to each stratum.

Table. 3.5.2.: Distribution of Ethio-Telecom, head office employees and sample size allocation

S.N.	Division	Number of Employees	Sample Proportion	Allocated Sample
1	CEO Office	12	0.58	2
2	Communication	65	3.14	10
3	Customer Experience and Quality Management	68	3.29	11
4	Customer Services	13	0.63	2
5	Finance	146	7.06	23
6	Fixed Network	307	14.85	48
7	Fleet and Facilities	619	29.95	97
8	Human Resources	151	7.31	24
9	Information Security	31	1.50	5
10	Infrastructure-Power and Environment	22	1.06	3
11	Infrastructure-Transport Network	3	0.15	1
12	Internal Audit	72	3.48	11
13	International Business Operations	62	3.00	10
14	Legal Division	46	2.23	7
15	Marketing	14	0.68	2
16	Network Operation and Service Management	4	0.19	1
17	Security	57	2.76	9
18	Strategic Planning and Program Management	47	2.27	7
19	Supply Chain	323	15.63	50
20	TEP Office	3	0.15	1
21	Wireless Network	2	0.10	1
	Total	2067	100	325

2. After identifying the number of samples allocated to each division, a simple random sampling was employed to select participants from each stratum.

3.6. Data Types and Sources

The data collection tools for the study were both primary and secondary sources. The primary data was collected through a structured questioner and interview from sample respondent employees of Ethio telecom Head Office. Whereas, the secondary data was collected from relevant Ethio telecom reports, websites, previous researches, journals and articles.

3.7. Data collection instruments and procedure

According to Orodho questionnaires allows measurement for or against a particular viewpoint and emphasizes that a questionnaire has the ability to collect a large amount of information in a reasonably quick amount of time. For this study questionnaire is adopted mainly from the work of Le Tran, 2002, on *Factors affecting employee performance* and modified following recommended guidelines by various scholars that include Kothari (2005), Sekaran and Bougie (2010) and Saunders et al (2009). It incorporates socio-demographic variables, employees' performance, organizational communication, motivational factors, work environment, and training.

The questionnaire is mainly based on a 5-point Likert scale ranging from 1 to 5. To maintain its consistency, the questionnaire was originally prepared in English, then translated to local language, and finally retranslated back to English.

An interview guide is a set of questions that the researcher asks during the interview (McNamara, 2009). The researcher designed an interview guide which was used to conduct interview of the key respondents – especially the Human Resource Management in order to establish the overall state of employee job performance, organizational communication system, working environment, motivational packages and training at the establishment. In addition, it is also used to identify performance appraisal system employed by the organization and to distinguish organizational factors associated with job performance from Ethio-Telecom management perspective. The researcher posed questions intended to lead the respondents towards giving data to meet the study objectives and to seek clarification about responses

provided. A structured interview guide was used for the key informants to stimulate them into detailed discussion of organizational factors that affect employee performance.

Structured interviews are useful not only because they show excellent validity in meta-analytic research (Hunter and Schmitt, 1996), but also because they provide a chance to probe the answers of the management and understand precisely what they mean. Interviewing is a very useful approach for data collection because it allows the researcher to have control over the construction of the data and it has the flexibility to allow issues that emerge during dialogue and discussion to be pursued (Charmaz, 2002).

3.7 Instrument Validity and Reliability

3.7.1. Validity

Validity is the degree to which a test measures what it purports to measure (Borg & Gall, 2003). To enhance the validity of the instruments, a pilot study was used to assess the clarity of the items to be administered, the researcher employed the questionnaire to collect data 10 non-administrative staff. The data was analyzed, interpreted and the instruments reviewed in preparation for the main data collection. After scrutiny, the researcher modified or disregarded the instruments according to content validity.

3.7.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). The Cronbach's Coefficient Alpha method was used to establish internal consistency. The researcher administered questionnaires to 10 non-administrative staff from in Ethio-Telecom, head office that are not included in the study. The data gathered was input into SPSS package (V. 26), computation of the correlation within the data was then done on 65 items by using Reliability Analysis tool.

Table. 3.7.2.: Reliability Test

S.N	Study Variables	N of Items	Cronbach's Alpha
1	Training	13	0.899
2	Motivation	9	0.668
3	Communication	13	0.810
4	Working Environment	11	0.777
5	All Items	46	0.930

Although the standards for what makes a “good” coefficient are entirely open for argument and depends on theoretical knowledge of the scale in question, many methodologists recommend a coefficient of 0.6 and higher; Cronbach’s alpha (α) < 0.6 indicates unsatisfactory internal consistency reliability (Malhotra & Birks, 2007) and $\alpha > 0.7$ indicates satisfactory internal consistency reliability (commonly accepted level) (Nunnally & Berstein, 1994). Coefficients that are less than 0.5 are usually unacceptable, especially for scales purporting to be unidimensional. As indicated in the table above, the reliability coefficient (coefficient alpha) of all examined constructs in the questionnaire was ≥ 0.6 . The reliability of questionnaire indicates that the proposed constructs have a relatively higher reliability, ranging from 0.668 – 0.899, which is considered as more than satisfactory.

3.8. Data handling and analysis

According to Kothari, data analysis is the means of computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups (20). Creswell (2007) defines data analysis as a process whereby the researcher prepares and organizes the data for data analysis then reduces the data into themes through a method of condensing the codes, and finally representing the data in figures, tables or a discussion. The data collected was further tabulated and coded and descriptive and inferential methods were employed to convey the findings.

The Statistical package for Social Sciences (SPSS) and Microsoft excels (Ms-Excel); was used to analyze data obtained through questionnaire. The study used frequencies, percentages and mean values in order to illustrate the descriptive findings. Whereas, inferential statistics like Pearson correlation coefficient and multiple regression model were used to test hypotheses on the relationship between organizational factors and employees' performance.

Interviews were recorded, transcribed, coded and written based on content and are carefully analyzed through thematic analysis by paying attention to the main ideas, comments and concern from the participants. Concurrent nested method was used to analyze and integrate findings from quantitative and qualitative data. This means the results of the Key Informant Interviews and open-ended questions were integrated or contrasted with the findings of the quantitative data to strengthen the discussion.

3.9. Ethical consideration

Ethical approval and clearance was obtained from Addis Ababa University, School of Commerce

An obvious form of student misconduct is plagiarism. Copying or quoting directly from source material without crediting the source is a fundamental issue of ethical part of the researcher. A more indirect form, but equally improper is paraphrasing material or using an idea that is not properly introduced and documented (i.e., no reference citation provided) leads the quality of research as well as the researcher.

The researcher considered the following ethical values and approaches while collecting both primary and secondary data for the thesis Verbal consent was obtained from managers and study subjects. Interview and observation are carried out only with full consent of the organization and the study participants. When administering questioners, the researcher clearly explains the purpose of the study which are clearly stated in the introduction of each questionnaires including their right to accept or refuse to participate in the study at any times of the research activity. In addition, each respondent was assured that the information provided by her/him are kept confidential and used only for the purpose of this research.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with presentation and analysis of the data which have been obtained through questionnaire. As such the study investigated the influence of Training, Motivation, Working Environment, and Organizational Communication on employee's performance of Ethio telecom head office found in Addis Ababa city.

Response rate (also known as completion rate or return rate in survey research) refers to the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. A low response rate can give rise to sampling bias if the nonresponse is unequal among the participants regarding exposure and /or outcome (AAPOR, 2000). In this study, the sample size was 325 members of staff, the study managed to obtain 325 valid responses from non-managerial, implying 100 percent response rate for questionnaire, however the investigator was only able to undertake interview with 50 percent of the expected managerial staff. The response rate of the study is shown in the breakdown table below.

Table 4.1. : The response rates to the study

Category of Respondents	Type	Sample Size	Actual Response	Percentage
Non-Managerial Staff	Questionnaire	325	325	100%
Managerial Staff	Interview	6	3	50%
Total		331	328	99%

4.2. Demographic Characteristics of the Respondents

The study targeted staffs within Ethio telecom head office found which included twenty-one division. The study collected quantitative data using questionnaire; accordingly, 325 questionnaires were administered to employees and all 325 were filled according to the instructions provided and returned.

Results on demographic characteristics of these respondents were investigated in the first section of the questionnaire. They are presented in this section under gender distribution of the respondents, age of the respondents, age, marital status, working experience and highest academic qualifications under table 4.1.

Table 4.2. : Demographic Characteristics of the Respondents

Gender of the Respondents			
Gender	Frequency	Percent	
Female	104	32.0	
Male	221	68.0	
Total	325	100.0	
Age in Years			
Age	Frequency	Percent	
Less than 25 years	14	4.3	
26 – 35 years	188	57.8	
36 – 45 years	85	26.2	
46 -55 years	38	11.7	
Total	325	100.0	

Marital Status			
Status	Frequency	Percent	
Single	143	44.0	
Married	182	56.0	
Total	325	100.0	
Education Qualification			
Level	Frequency	Percent	
Diploma	20	6.1	
Bachelor's Degree	178	54.8	
Master's Degree	127	39.1	
Total	325	100	
Working Experience of the Respondents			
Duration in Years	Frequency	Percent	
1-4 years	61	18.8	
5-10 Years	118	36,3	
11-15 Years	83	25.5	
16 Years and above	63	19.4	
Total	325	100	

Source: Sample Survey, 2021

In this study the respondents were expected indicate their gender by ticking on the spaces provided in the questionnaire. As such, 68.0% of the respondents were male and 32% were female as demonstrated in the table above. This finding points to a large gender disparity, suggesting gaps in the employment or hiring practice of the organization. However, the outcomes of this study can be taken as representative since active employee report from November 2021 shows that the majority of Ethio Telecom employees representing 71.94% were male while the remaining 28.06% were females.

Most of the respondents, representing 57.8% are between the age group 26 – 35 years, those between 36 – 45 and 46 -55 years represent 26.2% and 11.7% respectively. Whereas, those who are less than 25 years only account 4.3% of the study participants, making it least represented age group. This indicates the majority of employees are young and can contribute better for the achievement of company objectives.

Ethio Telcom hire staffs in different work stations hence different academic qualifications. The study sought to establish the highest academic qualifications attained by the respondents. In doing, so it was found that the majority of the sample group holds Bachelor's Degree which accounted 178 (54.8 Percent). Those with Master's degree represented 39.1% of the study population while the remaining 6.1% are Diploma holders. The study didn't manage to find employees who are PhD holders, which could be attribute to the fact that employees with higher educational qualification like a third degree seem to be promoted to managerial position. Since the majority of the respondents were educated, it can be deducted that the sample population can understand and adequately provide information sought by this study. Furthermore, these findings imply that almost the employees are academically qualified and capable of using or adopting new technology and work procedures ultimately contribute in realizing the objective of the organization.

The length of service/working in an organization identifies the extent to which one is aware of the issues sought by the study. In the wake of technological advancements and globalization, there are likely to be many changes in institutional and operating environment that the respondents should know when responding to the issues required by the study. The study results reveal that 4.3% of the respondents indicated that they had an experience of less than 5 years in

Ethio Telecom, 48.6% of them had worked in Ethio Telecom for a period of 6 - 10 years, 41.7% of them had a working experience of 11- 15 years, another 5.4% of the respondents indicated that they had an experience of 20 years. This shows that majority respondents had enough work experience in Ethio Telecom to respond effectively. Owing to the dynamic nature of operating environment of the Communications & Information Technology (MCIT) institutions, the experience of the most current and up-to-date information on the state of affecting factors of employee performance is essential.

4.3. Descriptive Statistics

Table 4.3.1. : Mean and standard deviation of the variables in the study.

	Mean	Std. Deviation	N
Job Performance	3.7012	.41323	325
Training	3.5704	.49338	325
Motivation	3.0629	.58332	325
Communication	3.2099	.66538	325
Working Environment	3.4285	.54672	325

Source: Sample Survey, 2021

The descriptive value depicted in the table above indicate that mean of Job Performance is 3.7012 with a standard deviation 0.41323. This according to the research questions used in this study to measure job performance indicates that employees at Ethio Telecom strictly follow the policies and procedures of the organization, effectively and effectively use resources, work effectively with other employees, put extra time and effort to complete their task on time and vigilantly address the concern of clients and so on. Similar to the inventory used in this research to estimate employee job performance; Employee's performance scale, obtained from Ethio Telecom HR office, used by managers to rate or measure employee performance biannually

focus on related thematic areas like employees' ability to put extra effort into their work and execute tasks effectively and efficiently . In addition, the performance scale used by the organization is calculated out of five and uses average value to evaluate level of performance. The mean value obtained by the study indicates that there is a very good level of performance in the organization. Correspondingly, Ethio Telecom employee performance scale considers average value ranging between 3.5 and 4.0 is deemed to have a very good level of performance and are considered to have mastered the job up to the expected standards and allotted responsibility; have some extra effort and output, quality of work; can work with very little attention and supervision; have input in system improvement; shows developing effort and accepted character. Interview with human resource managers and open-ended questions inquiring employee's opinion on job performance also able to demonstrate that performance level in the organization ranges from good to very good.

Mean results from the Likert scale are classified based on the standardized agree listed range developed by Al-Sayaad et al. (2006) described below on the following table:

Table 4.3.2.: Five-Scaled Likert's Criterion

Range	Respondents Perceptions
From 1.00 to 1.80	Strongly Disagree
From 1.80 to 2.60	Disagree
From 2.60 to 3.40	Neutral or Undecided
From 3.40 to 4.20	Agree
From 4.20 to 5.00	Strongly Agree

Source: Al-sayaad et al. (2006)

Regarding the selected organizational factors under investigation, Training scored the highest mean value of 3.5704 with a standard deviation 0.49338. This shows that majority of employees somewhat agree or positively acknowledge the implementation of training programs at Ethio Telecom. Ethio Telecom human resource yearly reports and interview with managers also revealed that, as part of capacity building, the organization was able to provide training to 8,441 and 10,665 employees during 2012 and 2013 EFY (Ethiopian Fiscal Year) respectively. This indicates that the organization have given due emphasis to training as a means of improving job performance. However, the investigator was not able to establish the quality of the training provided, since information pertaining to the content of the manuals, duration and frequency of the program were unavailable. Furthermore, counter intuitive to the whole purpose of undertaking such programs, the effect training has on job performance also remains elusive in light of the fact that the company does not record baseline data and conduct before and after investigations to measure the effectiveness and efficiency of the intervention.

The study findings illustrated that Communication and Working environment scored a mean value of 3.2 and 3.4 respectively, which suggests that employees seem to have a slightly positive but not strong opinion regarding practice of these variables in the organization. In addition to the communication gap pointed out by the quantitative data, it is worth mentioning that open ended questions to employees and interview with managers and supervisors indicate that communication system prevailing at the organization is dependent on the individual characteristics and leadership style of managers and not uniform across departments and divisions. Some bosses or supervisors seem to have friendly relationship with their subordinates encouraging better communication, while others seem to detract employee engagement.

Motivational factors are found to have the lowest mean value of 3.0629 with a standard deviation of 0.58, which shows that employees have neither positive or negative opinion regarding reward and compensation system implemented by the organization. Even though Ethio Telecom have put into place various compensation and benefits systems, employees seem to believe that more should be done regarding motivational factors to help keep the workforce morale high and encourage better job performance.

A high standard deviation indicates that respondents are giving different answer to the same question or set of question; the data points are spread out over a wider range of values for a given variable. The standard deviation of all variables in this investigation ranges from 0.4 to 0.6 which conveys that, the study findings have a better reliability and less variability.

4.4. Correlation Analysis

The hypotheses discussed in the second chapter aimed to investigate the relationship between independent variables (training, motivation, organizational communication and working environment) and dependent variable (job performance) at Ethio Telecom, head office. Correlation analysis was done to examine this relationship. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012). Table 4.5 below clearly shows that the relationship between two variables will be negligible, low, moderate, substantial, or very strong.

Table 4.4.1. Correlation Coefficient

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 upto 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. et al. (2011)

Determining the degree of association between the selected internal factors (training, motivation, organizational communication and working environment) and employees' performance is the main purpose of conducting an analysis using Pearson correlation. So, in this section the four hypotheses were tested based on the correlation result summarized in table 4.6 below.

Table 4.4.2. Correlation Analysis between Independent variables and Dependent Variable

Variables	Job Performance	Training	Motivation	Communication	Working Environment
Job Performance	1	.719**	.322**	.447**	.458**
Training	.719**	1	.451**	.581**	.541**
Motivation	.322**	.451**	1	.643**	.376**
Communication	.447**	.581**	.643**	1	.574**
Working Environment	.458**	.541**	.376**	.574**	1
** . Correlation is significant at the 0.01 level (2-tailed).					

Source: Sample Survey, 2021

The result on the above table 4.4 shows that the existing training practice of Ethio Telecom ($r = .719$, $p < 0.01$) has a very strong, positive and statistically significant relationship with job performance. This means an increase in training activities will bring an increment in job performance. The correlation coefficient result of motivational practice in Ethio Telecom is ($r = .322$, $p < 0.01$). This implies the presence of a moderate, positive and statistically significant relationship between motivational practice and job performance in Ethio Telecom. Similarly,

communication practice ($r=0.447$, $p<0.01$) and work environment ($r=0.458$, $p<0.01$) were found to have a moderate and statistically significant association with employee performance.

4.5. Regression Analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. This measurement is made by inferring the value of R^2 to explain the magnitude of the effect of the independent variable on the dependent variable. whereas, F and P value are used to measure the statistical significance.

For this particular research, multiple linear regressions was conducted in order to test hypothesis of the study and to investigate the overall effect of the selected organizational factors on employees' job performance. However, before proceeding with regression analysis certain statistical criterion have to be met. Hence various assumption tests like Normality, Homoscedasticity, and Collinearity tests were conducted.

In order to make valid inferences from regression, the residuals of the regression should follow a normal distribution. The residuals are simply the error terms, or the differences between the observed value of the dependent variable and the predicted value. In order to determine if the residuals are normally distributed a normal Predicted Probability (P-P) plot was generated. As depicted on figure 4.1 the expected and observed cumulative probability between dependent and independent variables follows or conform to the diagonal normality line indicated in the plot which conveys that the data passes normality test.

Homoscedasticity refers to whether residuals are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart. The scatterplot of residuals depicted on figure 4.2 shows that the data does not have an obvious pattern, and the points are somewhat equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis, implying that the data passes this test.

Multicollinearity test examines whether or not predictor variables are highly correlated with each other. This is an issue, as regression model will not be able to accurately associate variance in

outcome variable with the correct predictor variable, leading to muddled results and incorrect inferences. For this study variance inflation factor (VIF) values was used to check the correlation among independent variables. Table 4.7 shows that the VIF value of all dependent variables are below 5.00, indicating the predictor variables are not highly associated among one other.

Figure 4.5.1: Normal P-P Plot of Regression Standardized Residual

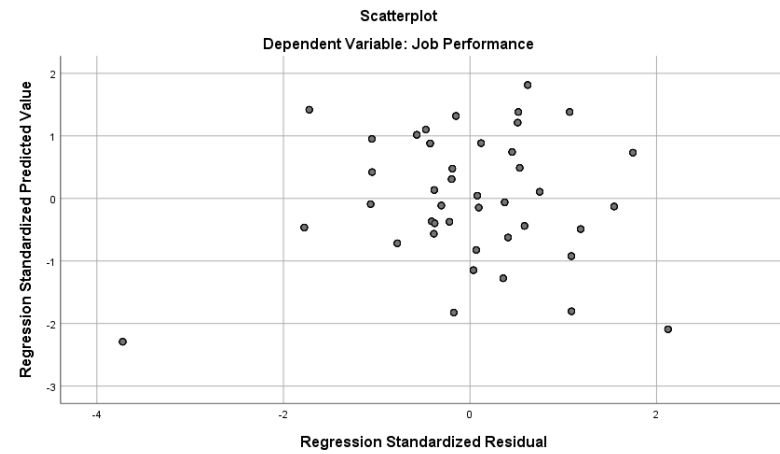
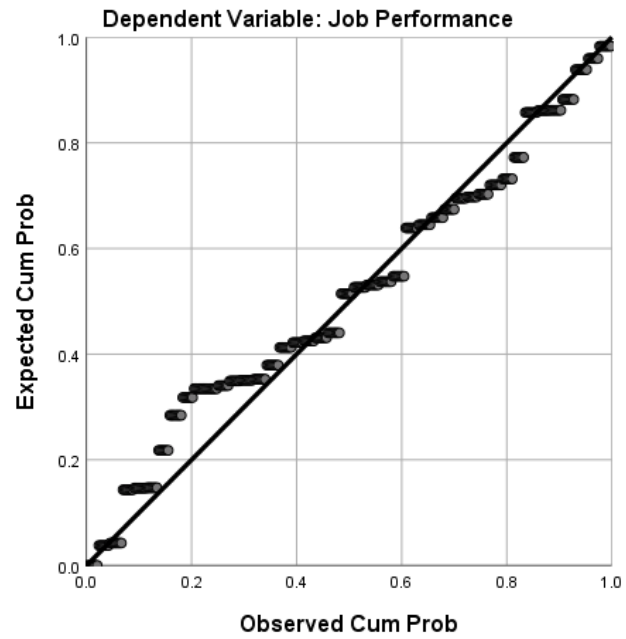


Figure 4.2: Scatter Plot between Standard Residual and Predictive

Table 4.5.2: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Working Environment	.605	1.654
	Communication	.424	2.359
	Motivation	.577	1.734
	Training	.589	1.698

a. Dependent Variable: Job Performance

Source: Sample Survey, 2021

Table 4.5.1. Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change
					R ² Change	F Change	df1	
.724 ^a	.524	.518	.28679	.524	88.168	4	320	.000

a. Predictors: (Constant), Working Environment, Motivation, Training, Communication

Source: Sample Survey, 2021

As shown in the above table 4.8 the overall bundle of determinant factors of the four independent variables namely training, motivation, organizational communication and working environment explains 52.4 % ($R^2 = 0.524$) of the dependent variable (employees' job performance). This suggests that 52.4 % of job performance level in Ethio Telecom head office clearly depends on the independent variables while the remaining 47.6 % is determined by other factors unaccounted in this study.

Since as we show table 4.9 the result $F = 88.168$ which is greater than 1 and $P < 0.01$ we can conclude that the combination of determinant factors have positive effect on employees' job performance which is statistically significant and confident at 99%.

Table 4.5.2. Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.479	.130		11.401	.000
Training	.559	.042	.668	13.288	.000
Motivation	-.022	.036	-.031	-.605	.546
Communication	.016	.037	.025	.429	.669
Working Environment	.071	.037	.093	1.885	.060

a. Dependent Variable: Job Performance

From the above table 4.10, we can easily compare the relative contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. Accordingly, Training (B=.559) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in training would lead to a 0.559 unit increase the level of employees' job performance and followed by Working Environment (B=.071), then Communication (B=.016). On the other hand, motivation has come out as a negative contributor in explaining the dependent variable with beta values of -0.022.

Regarding the statistical significance of each variable from the above coefficients table 4.10, training (Sig. = .000) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable. Whereas, Motivation (Sig. = .546), Communication (Sig. = .669) and Working Environment (Sig. = .060) were found to have less effect to make any significant prediction on the dependent variable.

4.6. Hypothesis Testing Results

Hypothesis 1: Training and Employees' performance

The study findings from correlation and regression demonstrate that the existing training practice of Ethio Telecom has a very strong, positive and statistically significant relationship with job performance. This means an increase in training activities will bring an increment in job performance. Therefore, the null hypothesis (**H₀**) which states that there is no significant and positive relationship between training and employees' job performance was **Rejected**.

Hypothesis 2: Motivation and Employee performance

The correlation coefficient result ($r = .322$, $p < 0.01$) motivational practice and job performance have shown the existence of association between these variables. However, the same finding couldn't be demonstrated by multiple regression model. Hence, the null hypothesis (**H₀**) which states that there is no significant and positive relationship between motivation and employees' job performance was **Not rejected**.

Hypothesis 3: Communication and Job performance

The correlation coefficient result ($r = 0.447$, $p < 0.01$) between communication and employees' performance conveyed positive and significant correlation. However, the same finding couldn't be repeated by multiple regression model. Therefore, the null hypothesis (**H₀**) which assumes that there is no significant and positive relationship between communication and employees' job performance was **Not Rejected**.

Hypothesis 4: Working Environment and Job performance

Despite findings from correlation coefficient, multiple regression model was not able to establish a significant relationship between these variables. Therefore, the null hypothesis (**H0**) which says that there is no significant and positive relationship between the work environment and employees' performance is **Not Rejected**.

Table 4.6. Summary of Hypothesis testing

No.	Developed Hypothesis	Test Result
1.	(Ho1) Training has no significant and positive effect on employees' job performance.	Rejected
2.	(Ho2) Motivation has no significant and positive effect on employees' performance.	Not Rejected
3.	(Ho3) Communication has no significant and positive effect on employees' job performance.	Not Rejected
4.	(Ho4) Work environment has no significant and positive effect on employees' performance.	Not Rejected

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 INTRODUCTION

This research aimed to investigate the effect of selected organizational factors i.e: training, motivation, communication and working environment on job performance. In doing so the investigator used correlation analysis and regression analysis to determine the relationship between each determinant factors and employees' job performance and extent of change in employees' job performance due to the selected factors. In addition, the research study examined how well the selected organizational factors are being exercised and how well employees are performing their job in Ethio Telecom by looking at the mean scores of the study participants which are summarized under the descriptive statistical analysis.

In this section, summary of major findings, conclusions inferred from the data analysis in chapter four, and suggested recommendations are illustrated in detail.

5.2. SUMMARY OF FINDINGS

Major findings from descriptive statistics, correlation and regression analysis are summarized as follows:

- The arithmetic mean values generated by SPSS indicates that Training (mean=**3.57**), Motivation (mean=**3.06**), Communication (mean=**3.20**), and Work Environment (mean=**3.42**) are all above the average cut-off point of 3. Which implies that employees are moderately satisfied with or agreed on the implementation of the selected organizational factors at Ethio Telecom. Still these practices need improvements so that employees will bring the better result that the organization expects from its employees. Especially the motivational factors and communication practice at the Ethio Telecom have the lowest mean values, are in need of greater attention. The study findings also revealed that job performance at Ethio Telecom is very good with a mean score of **3.7012** which are greater than all other mean values and the average cut-off value in the Likert scale.

- The values generated in the Pearson correlation shows that training (**r=.719, P<0.01**) have a very strong, positive and statistically significant relationship with job performance. which is similar to a study depicting the positive correlation between training and employee performance as $r=.233$ $sig=.000$ conducted by Farooq and Aslam (2011). Whereas the remaining independent variables namely: Motivation (**r=.322, P<0.01**), Working Environment (**r=.447, P<0.01**) and Communication (**r=.458, P<0.01**) was found to have a moderate, positive and statistically significant association with job performance.
- Findings from Multiple Linear Regression Model revealed that overall bundle of determinant factors being investigated in this study namely: Training, Motivation, Working Environment and Communication are able to explains 52.4 % (**R² = 0.524**) of the dependent variable (employees' job performance). This suggests that 52.4 % of job performance level in Ethio Telecom head office clearly depends on the independent variables while the remaining 47.6 % is determined by other factors unaccounted in this study. In addition, it was revealed that all independent variables bundled together have a significant and positive relationship with job performance with F value of **88.168** and a significance level below 0.01. Hence, we can conclude that the combination of determinant factors investigated have a significant and positive effect on employees' job performance at Ethio Telecom.
- Regarding the statistical significance of each variable from the above coefficients, Training (Sig. = .000) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable. Whereas, Motivation (Sig. = .546), Communication (Sig. = .669) and Working Environment (Sig. = .060) were found to have less effect to make any significant prediction on the dependent variable. Hence, Hypothesis 1 (Between Training and Job Performance) was the only null hypothesis rejected by this study.

5.3. CONCLUSION

In order to meet the research objective various statistical analyses were done, and based on the major findings, the following conclusions were made:

The study findings revealed that job performance at Ethio Telecom is very good, however it is not enough and more should be done to improve employee performance if the company wants to remain competitive and excel since new telecom providers are going to be issued licenses to

operate in Ethiopia in the near future as part of the government's telecom liberalization agenda. Furthermore, Ethio Telecom should take a hard look into the performance appraisal system it has implemented since it was identified that the system no means to regularly monitor individual performance of employees, identify reason for performance gaps and encourage better performance. Overall, the only purpose of the performance appraisal seems to be to undertaken to evaluate whether or not an employee should get promotion, annual bonus, career progression, recognition or other HR activities.

Amongst the organizational factors examined in this study, Training was found to have a better level of implementation and the highest level of association or effect on job performance at Ethio Telecom head office. This is consistent with the result of Le Tran in his respective study found out organization without viable training programs would fail to provide employees with frequent opportunities to practice and enhance their capabilities, which ultimately affect the performance of employees. However, if the organization wants to capitalize on this commendable finding, there are still operational limitations that's should be addressed like undertaking before and after evaluations in order to measure the effect of the intervention on employee job performance.

Correlation analysis also revealed that all other independent variables i.e. Communication, Working Environment and Motivation have a positive and significant level of association with job performance, while the level of their implementation at Ethio Telecom was found to be moderate or satisfactory. Moreover, the overall bundles of determinant factors incorporated in this study have positive effect on employees' job performance. Accordingly, it was revealed that substantial level (more than half) of employees' job performance in the Ethio Telecom is explained by training, motivation, communication and working environment. However, multiple regression model revealed that, among the organizational factors investigated only Training had a statistically significant relationship with Employee performance.

5.4 RECOMMENDATION

The study investigated organizational factors affecting job performance at Ethio Telecom, accordingly the above findings reveal that all factors considered in this study have a significant and positive effect on the performance of employees in the organization. However, despite satisfactory level of job performance and adequate implementation of Training, Motivation,

Communication and Working Environment in Ethio Telecom there are still limitations and more should be done to develop a better way of practicing these factors, if the organization intends to improve job performance and gain competitive advantage in the market by wielding its human resource. Hence the management of the organization should consider the following recommendations.

First, as a provider of telecommunication services, in a dynamic technological environment, training is one of the vital factors to enhance the employees' capability to perform better. The study revealed that Ethio Telecom has given due consideration to training and workforces are developed and qualified by internal training as a means of improving job performance, accordingly the study identified this factor as the strongest predictor of job performance in the company. In order to capitalize on this commendable finding and ensure utmost employees' performance at the company, the researcher provides some suggestions on implementation of training as follows:

- HR managers should undertake various analyses by gathering data on the current performance and the standard desired performance of employee in the organization and compile all skill and knowledge gaps prior to selecting or deciding on training regimen to be provided to employees
- After identifying knowledge and skill gaps priorities must be established based on the efficiency and effectiveness of the training intervention in bringing about the desired level of employee job performance.
- After selecting appropriate training program, decision should be made on which training method or mechanism to employ based on the objectives of the training program, its duration, the trainees selected and resources available.
- Finally, the organization should be able to measure the success of the training in terms of filling the skill and knowledge gap and ushering in the desired level of job performance by undertaking evaluating the outcome of the intervention and baseline data established in advance. Furthermore, the training department should gather information and feedback concerning the training procedures, appropriateness of media and instruction methods and other relating issues to determine the overall effectiveness of training through formal

questionnaires, Knowledge Review, Observation, Employee discussion and Skill Gap Analysis

Motivation is one of the most important factors affecting employee performance at the case company. As described in the study findings above, most of aspects of motivation at Ethio Telecom have a good impact on employee performance and have been executed well. However, the study also revealed that motivational factors have lower level of implementation and acceptance among employees. Furthermore, these factors were found to have the least level of effect or influence on job performance compared to other factors considered in this study. In debt analysis of the quantitative data and findings from open ended questions included in the study conveyed inadequacy in implementation and employees' grievance or dismay regarding Ethio Telecoms implementation of reward, benefit packages, recognition and other means of motivation strategies. Hence the researcher provides the following recommendations to be considered by Ethio Telecom management:

- First and foremost, any financial or non-financial means used by the organization to motivate it's employees should be aligned with the performance level of employees. Hence a robust and accurate performance appraisal system is essential.
- Ethio Telecom management should give due consideration to the current state of the country's economy and level of inflation when implementing organizational salary scale, benefit packages bonus or rewards. Hereafter, the organization should periodically assess or evaluate payment scales and other financial motivational tools to alleviate employees' grievances on the subject.
- The organization should consider providing educational or training opportunities to its employees through scholarship programs or by encouraging those who have the initiative to seek academic advancement on their own through cost sharing opportunity and other facilitations.
- The company should also have a clear and practical career advancement path and successions plan for every employee implemented based on job performance and experience.

Communication is a vital management component to any organization. Whether the purpose is to update employees on new policies, to ensure safety throughout the organization or to listen to the attitudes of employees, effective communication is an integral issue in effective management. To be successful, organizations should have comprehensive policies and strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large. Despite adequate implementation, more should be done if the Ethio Telecom intends to improve job performance even further. In this regard the investigator forwards the following recommendations based on the study findings:

- Management should understand the principles of workplace communication and possess the capability to handle conflict and disagreements in a peaceful and constructive manner. Hence regular training should be provided to top management on communication in order to enhance or develop their knowledge and skill of communication.
- Similarly, the organization should provide training or create awareness to employees to change their negative attitude towards their management and encourage open communication and constructive engagement.
- HR managers should establish a convenient feedback system which allows employees to express their work-related concerns, grievances and comments to managers and supervisors.

Currently, the company does not have a dedicated Headquarter and uses rental office space located in various areas throughout Addis Ababa. This creates difficulty in creating a standardized and uniform working environment throughout branches, offices, and divisions. Despite adequate implementation of working environment related factors, Ethio Telecom has to do its best to make employee safe and comfortable in performing their activity. The investigator forwards the following suggestions:

- The organization has to build its own headquarter or branch offices and design a standardized office layout or arrangements with the aim of creating safe and favorable working environment for its employees and ultimately improve performance and productivity.

- Ethio Telecom has to fill any gaps like equipment, office resource and facility which play a vital role for the overall performance of employees.
- Consequently, the company has to go forward to alleviate any working environment problems by adjusting clear and applicable solutions and programs.

5.4. Suggestion for Further Research

The study was limited due to its cross-sectional study design. However, these types of relationships may require a longitudinal analysis so; the future researches should examine this relationship over a longer period of time. The researcher was limited to four organizational factors or practices which affect job performance of employees but the future researchers may focus on different category or combination of variables. The study was conducted in the service industry sector limiting its scope. The future researches may examine the determinant factors on employees' job performance on other sectors and may compare different sectors as well.

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Appendixes

APPENDIX I: QUESTIONNAIRE

Research Title: “Organizational factors affecting job performance at Ethio-Telecom”.

Dear Respondent,

I am a student of Addis Ababa University, School of Commerce, pursuing a Masters in Human Resource Management Option. The questionnaire is intended to help the researcher get information on the organizational factors affecting performance of employees at the Ethio-Telecom, Head office. The purpose of the study is purely academic and information given will be treated with the highest degree of confidence. You have been selected as a key respondent for this study. Kindly, complete the questionnaire to enable the researcher complete the study. Please tick the answer which represents your opinion on the subject.

I appreciate your participation in this effort.

Thank you,

Dagemawit Terecha

SECTION A: BACKGROUND INFORMATION

Please tick or circle the appropriate number

1	AGE (Years)				
	Less than 25 years	26 – 35 years	36 – 45 years	46 -55 years	56yrs and above
	1	2	3	4	5

2	SEX	
	Female	Male
	1	2

3	Marital Status			
	Single	Married	Separated	Widowed
	1	2	3	4

4	Division			
	CEO Office	Communication	Customer Experience	Customer Services
	1	2	3	4
	Finance	Fixed Network	Fleet and Facilities	Human Resources
	5	6	7	8
	Information Security	Infrastructure-Power and Environment	Infrastructure-Transport Network	Internal Audit
	9	10	11	12
	International Business Operations	Legal Division	Marketing	Network Operation
	13	14	15	16
	Security	Strategic Planning	Supply Chain	TEP Office
	17	18	19	20
	Wireless Network			
	21			

5	EDUCATION QUALIFICATION					
	PhD	Masters	Bachelors	Diploma	Certificate	Others (Specify)
	1	2	3	4	5	6

6	DURATION OF SERVICE AT ETHIO-TELECOM				
	Less than 1 year	1-4 years	5 – 10 years	11 – 16 years	17 years and above
	1	2	3	4	5

SECTION B: ORGANIZATIONAL FACTORS ASSOCIATED WITH JOB PERFORMANCE

I. Questions related to Training

Please indicate your responses to each of the following statements regarding training. Indicate with a √ in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD). 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)

No.	Questions	1	2	3	4	5
1.	The training leads to improve my performance					
2.	Employees feel a strong desire to apply what they have learned during the training					
3.	The necessary training is given to ensure job effectiveness.					
4.	In-service/on-the job training adequately addresses the skill gaps.					
5.	Incompetent employees are identified and provided with the necessary support.					
6.	Professional employees participate in identifying their training needs					
7.	Training Leads the employee reduce their mistakes					
8.	The organization follows employee's performance after training					
9.	The training assessment done only by asking the trainee for their opinions					
10.	There is an opportunity for career advancement					
11.	Trainings that provide are enables to boost and affect positively the employees' performance					
12.	Training objectives are inclined to organizational objectives					
13	Training agendas are informed before training date					

II. Questions related to Motivation

Please indicate your responses to each of the following statements regarding motivation. Indicate with a \surd in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD). 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)

No.	Questions	1	2	3	4	5
14.	My salary is equitable when compared with other organizations					
15.	My salary payment is satisfactory in relation to what I do					
16.	My salary is in accordance with my work experience and increases on fair manner					
17.	I am satisfied with Ethio Telecom's benefits package.					
18.	Hard working employees are recognized.					
19.	Staffs are promoted in a fair and transparent way					
20.	The benefit packages of the Ethio-Telecom have effect on my job performance					
21.	Employees, who receive frequent feedback concerning their performance, are usually more highly motivated than those who do not.					
22.	The motivation I got from the organization contributes for high level of job performance					

III. Questions related to Organizational Communication

Please indicate your responses to each of the following statements regarding organizational communication. Indicate with a \surd in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD). 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)

No.	Questions	1	2	3	4	5
23.	I get timely communication about the decisions of the different organs in this organization.					
24.	There is open communication in this organization.					
25.	My immediate supervisor often asks for opinions / suggestions on important issues relating to this organization.					
26.	My immediate supervisor often gives me information/suggestions or feedback on important issues relating to this organization.					
27.	Ethio-Telecom has good cross unit communication.					
28.	We frequently have meetings to receive communication from staff representatives of my division/department to the different organs of this organization.					
29.	I can communicate job frustrations to my superior.					
30.	Management keeps employees up-to-date on recent developments that relate to the organization's welfare.					
31.	Ethio-Telecom's communication motivates and stimulates an Enthusiasm for meeting its goals.					
32.	Ethio-Telecom's communication makes me identify with it or feel a vital part of it.					
33.	Written directives and reports are always clear and concise.					
34.	All meetings are always well organized.					
35.	Conflicts are handled appropriately through proper communication channels.					

IV. Questions related to Working Environment

Please indicate your responses to each of the following statements regarding working environment. Indicate with a \surd in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD). 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)

No.	Questions	1	2	3	4	5
36.	Office facilities and resources are adequate to do the job effectively					
37.	The physical surrounding is comfortable and convenient to perform the job					
38.	The working conditions like space, seating arrangement, ventilation, temperature, lighting, sound etc. helped me to do my duties in better way					
39.	The organization provides flexible working hours					
40.	There is a shared value of cooperation among employees					
41.	I get the opportunity to work with my colleagues and to communicate on aspects of our job					
42.	The procedure and manuals are attractive to perform day today duties.					
43.	The management provides supervisory support					
44.	The organizational culture is suitable for performing in good manner					
45.	The Working environment is safe					
46.	My job performance in relation to the above working environment related factors is high.					

V. Questions related to Employee Performance

Indicate your response to each of the following statements with regard to employee performance.

Please place \surd mark in the appropriate answer box according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD). 2= Disagree (D) 3= Neutral 4= Agree (A). 5= Strongly Agree (SA)

No.	Questions	1	2	3	4	5
47.	I strictly follow the policies and procedures of the organization (for example dressing code, moral and ethical standards, rules of conduct etc.)					
48.	I effectively use resources including time and materials					
49.	I try my best to avoid lateness and absence from my job					
50.	I receive regular job performance feedback.					
51.	I believe there is fairness in the way my performance is assessed.					
52.	I receive rewards and recognition regularly for my job performance.					
53.	I effectively work with other employees					
54.	I complete my work with in the time allocated.					
55.	I work overtime to complete my tasks.					
56.	The degree to which I do my work meets our organizations/customers' requirements					
57.	My performance is measured against the productivity.					
58.	I attend to my work with speed and accuracy.					
59.	My performance has continually improved.					

60.	I take time to listen to my clients to ensure I attend to them effectively					
61.	I do my work effectively without complaining.					
62.	I combine the available resources very well to provide quality services.					
63.	I usually take time to follow up with clients or service recipients to ensure that they are satisfied with my services.					
64.	Employees report on duty early and leave very late.					
65.	I record down a number of activities in my to do list before starting on the day's work					

E1 Please comment on the overall employee job performance of employees at Ethio-Telecom?

.....

E2 What can be done to enhance job performance in Ethio-Telecom?

.....

Thank you for your participation!

APPENDIX II: INTERVIEW GUIDE

ORGANISATIONAL FACTORS AFFECTING JOB PERFORMANCE AT ETHIO-TELECOM,”

INTRODUCTION;

The purpose of the interview is to gather information on the Ethio-Telecom management about organizational factors that affect the performance of its employees.

1. What is the overall level of employees' job performance at Ethio-Telecom?
2. How does Ethio-telecom measure employee job performance?
3. What are the factors that affect employees' job performance at Ethio-Telecom?
4. What have you done as Ethio-Telecom management to improve on the employee job performance?
5. Do you think training related factors are affecting employee's job performance? If your answer is yes which factors are affecting employees' job performance?
6. What criteria do you use to communicate with the lower level employees at Ethio-Telecom, Head office?
7. In which way is feedback regularly provided to employees after performing their tasks?
8. How do employees perceive the effectiveness of communication at Ethio-Telecom?
9. Which channels are most predominant for information dissemination at Ethio-Telecom?
10. How often do you meet with your employees to discuss different issues that affect their performance?
11. How is work distributed amongst other employees if one employee leaves the job or on leave?

12. Do you think the working environment Ethio-Telecom has an impact on employees' job performance? If so which environmental related factors have an impact on employees' job performance?
13. Do you think the organization motivational packages have an impact on employees' performance? Which motivational related factors are affecting employees' job performance?